

Strategic Framework

The City of Carlsbad strategic framework is the foundation for planning and executing the work of the city in fiscal year 2011-12. It starts with the community's vision for the future, supported by the city's mission, the City Council's strategic goals and the priority areas of focus for fiscal year 2011-12.



Community Vision

Through an extensive outreach and involvement process, the Carlsbad community created a vision for the future that includes these core values, which serve as a guide for city leaders as they carry out their service.

- **Small town feel, beach community character and connectedness**
- **Open space and the natural environment**
- **Access to recreation and active, healthy lifestyles**
- **The local economy, business diversity and tourism**
- **Walking, biking, public transportation and connectivity**
- **Sustainability**
- **History, the arts and cultural resources**
- **High quality education and community services**
- **Neighborhood revitalization, community design and livability**

City of Carlsbad Mission

Our mission is to provide top quality services to our citizens and customers in a manner that enhances the quality of life for all who live, work and play in Carlsbad.

City Council Strategic Goals/FY 11-12 Priorities

Specific priorities for fiscal year 2011-12 support the City Council's overall strategic goals.

Economic development: Strengthen the city's strong and diverse economy, supporting local businesses, attracting new businesses in targeted industries and solidifying the city's position as a key employment hub.

FY 11-12 Priorities

- Partner with property owners in the Village to create a "Main Street" type program to spur local investment and foot traffic
- Launch a business attraction and retention program
- Streamline city processes to support faster turnaround times and more efficient handling of business requests and services
- Expand the amount and quality of useful city information available to businesses

Financial health: Pursue and implement proactive strategies that support sustainable economic health and manage city resources effectively.

FY 11-12 Priorities

- Streamline city operations to ensure a balanced budget and the most efficient use of resources
- Complete a plan to maximize the value and use of city-owned real estate
- Implement golf course operational improvements to reduce operating subsidies

Transportation and circulation: Provide and support a safe and efficient transportation system that moves people, services and goods throughout the city.

FY 11-12 Priorities

- Improve traffic flow by upgrading and synchronizing all traffic signals on major thoroughfares throughout the city, beginning with Palomar Airport Road and El Camino Real. Connect all signals through the new Traffic Management Center
- Install lighted, pedestrian friendly crosswalks along Carlsbad Boulevard, in the Village and other areas with heavy foot traffic

Parks, open spaces and trails: Acquire, develop and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the general plan and growth management standards.

FY 11-12 Priorities

- Finalize physical and operating plans and begin construction on Alga Norte Community Park

- Create new coastal land for recreation and economic development by completing the land exchange with the state for the Manzano property and realigning Carlsbad Boulevard
- Expand the amount of open space and trails in the city through active monitoring of potential acquisition sites and partnering with others, when possible, to leverage taxpayer funds

Balanced community development: Be a city that connects community, place and spirit, through balanced and economically sustainable land uses.

Resident connection and partnership: Be a city that embraces community connectivity through the effective use of technological and interpersonal mediums.

Communication: Ensure that community members, council and staff are well informed, continuing to be a more responsive government while providing a high level of citizen confidence in its government.

Environmental management: Maintain an environmentally sensitive community by focusing on conservation, storm water, sewage collection and treatment, solid waste, and cost effective and efficient use of energy including alternative energy sources.

Learning, culture and arts: Promote and support continuous learning, cultural opportunities and the arts within the community and the city organization.

Safe community: Maintain a safe and secure community through collaborative partnerships. Public safety providers support high standards, deliver protection of life and property and encourage community involvement in prevention and preparedness efforts.

Water: Ensure, in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

Projects and Programs Underway

Supports Top Priorities

- *Economic Development*
 - *Development review process recommendations*
 - *Power plant, CEC and emergency ordinance*
 - *Prop D implementation*
 - *Westfield lease and project review*
 - *Envision Carlsbad – General Plan update*
- *Financial Health*
 - *Automated meter reading*
 - *Citizen Relationship Management Program*

- *Corporate yard relocation*
- *Desalinization plant review*
- *Human Resources Management System*
- *Hydro electric project*
- *Labor negotiations*
- *Parks, Open Space and Trails*
 - *Lake Calavera Master Plan implementation*
 - *Landscape improvements to Pine Park (Madison Property)*
 - *Leo Carrillo barn restoration*
- *Transportation*
 - *La Costa Avenue traffic calming*

Ongoing Priorities

- *Aqua Hedionda dredge project*
- *Fire Station 3 relocation*
- *Joint First Responders Training Facility construction & operations*
- *New restrooms at Pine Park*
- *Solid waste strategy and contracts*
- *Vista-Carlsbad interceptor*
- *Water and sewer master plans*
- *Water recycling – next phase*